



DDSP Commander CAPT Robert J. Ritchie presents a certificate signed by the Secretary of Defense along with a American flag that was flown over the Pentagon into the safe keeping of Assistant Fire Chief Henry Hoffman representing DDSP public safety personnel.



To the Employees of the Defense Distribution Center:

United by the memory of September 11's heroes and victims, we are a nation determined to win the war against terrorism. You are helping to win the war.

The U.S. responded to the September 11 attacks with commitment and action. The terrorists thought their attacks would expose us as soft, spoiled, decadent and divided. Instead, Americans have shown we are united, committed, patriotic and determined to stand and fight terrorism to preserve our free way of life.

U.S. and coalition forces in Afghanistan have already driven the Taliban from power; allowed schools and hospitals to re-open; and facilitated the drop of 2.4 million humanitarian food rations into Afghanistan.

To win the war on terror and prepare for future threats, we must transform the U.S. military to become more lethal, agile and prepared for surprise. The U.S. military must transform to meet 21st century, asymmetric threats. You are an integral part of that transformation. Stock Positioning and Strategic Distribution are just two of the important DDC programs that are saving time and money right now and they will lead to greater savings and innovations in the future.

In Afghanistan, we've already had a glimpse of the future: Special Forces on horseback calling in targets on satellite phones to 40-year-old planes outfitted with 21st century precision bombs. But transformation was under way even before the war against terrorism.

Transformation requires innovation, creative thinking and risk-taking. It's about more than new weapons systems and programs: it's about new business practices, more effective technology and people with new ways of thinking. I know you are creative risk-takers.

We must not only win today's war against terrorism, we must prepare for tomorrow's threats. We need forces and capabilities that adapt to unexpected and dynamic circumstances. We need to change not only the capabilities at our disposal, but also how we think about war. All the high-tech weapons in the world will not transform U.S. Armed Forces unless we also transform the way we think and train, the way we exercise and the way we fight.

To usher in the new, we must part with the old - that means accepting change not everyone is comfortable with. DDC has already met and answered tremendous changes and challenges. There is not another \$80 billion agency or company that has changed as dramatically and successfully as the DDC.

The country is counting on us to make a difference for the warfighter and peacekeeper. United by the memory of September 11's heroes and victims, I know we will succeed.

Sincerely,

KATHLEEN M. GAINES, USA
Brigadier General
Commander, DDC

